



# Task Force on Climate- Related Financial Disclosures (TCFD) Report

**2024**

# HubSpot supports the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.

Drawing from the TCFD guidelines and examples of emerging good practice identified by regulators, investors, and other stakeholders, we are committed to implementing the TCFD core elements on governance, strategy, risk management, targets, and metrics.

Over the past year, we have continued to make progress in our governance arrangements, internal management processes, and strategic plans. Our focus in 2023 was on digging into the details of quantitative climate scenario analysis and working towards integration of climate risk into our existing enterprise risk management system.

## Our year at a glance:

**Training** – A member of our Board undertook a formal climate leadership certificate program, expanding our Board’s expertise on climate risk management. Additionally, we launched sustainability training for all new hires which outlines how our sustainability strategy is integrated into HubSpot’s core strategy and teaches them to adopt a sustainable mindset. Since its launch in June 2023, 100% of new hires have completed this course.

**Quantification** – Expanded our analysis of physical climate risks and our four most material transitional climate risks.

**Governance** – Integrated climate change into our enterprise risk management process, overseen by our Director of Enterprise Risk Management.

**External standards and recognition** – Secured validation from the Science Based Targets Initiative (SBTi) of our net-zero and near-term carbon targets and were included on the DJSI North America Index for the first time.

We acknowledge that TCFD has been retired and plan to ramp up our alignment with newly established voluntary frameworks (such as ISSB) and regulatory frameworks (such as CSRD) over the next few years. Our key focus will remain on climate-related risks and opportunities, their quantification and translation to strategic targets and metrics. We will regularly review our scenarios to incorporate the latest climate science and thereby ensure that our approach is consistent with good practice.

A summary of HubSpot’s current approach against the four TCFD core elements is provided in the table below, including signposts and cross-references to more information.



## Governance

DISCLOSURE	CURRENT APPROACH
<p><b>a) Describe the Board’s oversight of climate-related risks and opportunities.</b></p>	<p>HubSpot’s Board has ultimate responsibility for oversight of climate-related risks and opportunities. See the Sustainability Governance section of our <a href="#">2024 Sustainability Report</a> for more details. The Nominating, Governance, and Sustainability Committee of the Board has specific responsibility to review and assess the Company’s policies, practices, and strategy regarding climate change, including, but not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Identify and bring to the Board’s attention current and emerging sustainability trends and issues that may affect the business, operations, performance, and external relations of the Company.</li> <li>• Review and provide oversight relating to the Company’s environmental practices, including initiatives related to sustainability and climate change impacts.</li> <li>• Oversee and periodically review the Company’s public disclosures on sustainability matters and related metrics applicable to the Company.</li> </ul> <p>At a minimum climate change is discussed twice yearly at the Nominating, Governance, and Sustainability Committee standing meetings.</p> <p>Details of the composition and skills of the Nominating, Governance, and Sustainability Committee can be found <a href="#">here</a>.</p> <p>The Nominating, Governance, and Sustainability Committee Charter can be found <a href="#">here</a>.</p> <p>In 2023, HubSpot’s Nominating, Governance, and Sustainability Committee continued to closely monitor the changing regulatory landscape surrounding climate change and sustainability issues as well as broader climate-related business strategies and its impact on the company. The Nominating, Governance, and Sustainability Committee also ensured HubSpot’s Board and other committees of the Board were regularly briefed and kept updated on climate-related risks and opportunities. One example of the Nominating, Governance, and Sustainability Committee addressing climate risks and opportunities was their decision to transition some of our office footprint to green energy which addresses overall climate risk and supports the opportunity associated with the green energy transition.</p> <p>HubSpot continued to provide external education opportunities on sustainability and climate change to Board members as appropriate. In 2023, a member of our Board undertook a formal climate leadership certificate program, expanding our Board’s expertise on climate risk management.</p>

## Governance (cont.)

DISCLOSURE	CURRENT APPROACH
<p><b>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</b></p>	<p>HubSpot has an overarching <a href="#">Environmental Policy</a> which commits us to help build a company that is sustainable: one that helps uplift the employees, communities, systems, and environment in which we operate. We aim to review our policies every two years and we are currently in the process of updating our Environmental Policy to make it more comprehensive and reflect the latest developments in the sustainability-landscape. As a participant in the UN Global Compact, we have committed to adopt sustainable practices, report on those practices, and track them over time.</p> <p>Building a sustainable and equitable company remains one of HubSpot’s corporate objectives. The overall responsibility for delivering on this rests with our Chief Executive Officer. We have a dedicated sustainability team responsible for climate change risks and opportunities which consists of our Vice President of Culture, DI&amp;B &amp; ESG, Director of Sustainability, and Senior Program Manager for Environment. This year we expanded the Sustainability Team by adding a Global ESG Standards and Disclosure Lead who is responsible for ensuring compliance with voluntary and mandatory sustainability reporting, including climate frameworks such as TCFD.</p> <p>The work of the sustainability team, which includes assessing and managing climate-related risk and opportunities, is reported upwards through formal quarterly updates to both CELT, (Company Executive Leadership Team) which is our top level executive team and HELM (HubSpot Executive Leadership Meeting) which is our next level executive team and includes direct reports of CELT members who are Vice Presidents and above. Our sustainability governance structure is illustrated in the Sustainability Governance section of our <a href="#">2024 Sustainability Report</a>. The sustainability team’s work is communicated company wide in quarterly updates as well as one-off communications and sustainability campaigns.</p> <p>In 2023, our science based targets were validated which is an integral part of managing our climate-related risks. Responsibility for driving performance against our carbon reduction targets sits with our Sustainability Team. Our 2023 carbon reduction efforts are outlined in the Investing in Our Planet’s Future section of our <a href="#">2024 Sustainability Report</a>.</p> <p>We also expanded our analysis of physical climate risks and our four most material transitional climate risks. Details of these efforts are outlined in the subsequent sections of this report. Over the medium term we will work to quantify all the climate-related physical and transitional risks identified.</p>

## Strategy

DISCLOSURE	CURRENT APPROACH
<p><b>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</b></p>	<p>The Board has delegated the Nominating, Governance, and Sustainability Committee to oversee the identification of climate related risks and opportunities that may affect HubSpot’s strategy and operations. Given the evolving nature of climate change and its associated impacts, the following timescales have been used to categorize the immediacy of the risks and opportunities:</p> <ul style="list-style-type: none"> <li>• Short-term (1-5 years)<sup>1</sup></li> <li>• Medium-term (5-10 years)</li> <li>• Long-term (10 years plus)</li> </ul> <p>Following a scenario analysis exercise that was completed in 2022 across different business units and using the above timescales, HubSpot has identified various climate-related risks and opportunities. In 2023, this scenario analysis was updated and expanded through engagement with different parts of the business to improve the overall understanding of these risks and opportunities and their respective impacts as well as to assess their materiality to the business, a key step towards prioritizing risks and obtaining detailed quantitative input associated with each risk.</p> <p>For more details, please refer to Table 1: Climate scenarios and sources summary and Table 2: Climate-related risks and opportunities.</p>
<p><b>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</b></p>	<p>Following a scenario analysis exercise that was completed in 2022, HubSpot identified various climate-related risks and opportunities. In 2023, this scenario analysis was updated as described above which helped drive strategic decisions and financial planning to address climate risks. For example, we increased our investment in green energy by and invested in building efficiency projects. Additionally, we invested in high quality carbon credits representing 9,000 MTCO<sub>2e</sub> to support the transition to the green economy.</p> <p>In 2023, Sustainability Team collaborated with the Enterprise Risk Management Team to further align our Company-wide approach to risk management with our approach to climate-related risks ensuring climate-change is integrated into our business strategy.</p> <p>For more details on HubSpot’s organizational impact, businesses, strategy, and financial impact please refer Table 1: Climate scenarios and sources summary and Table 2: Climate-related risks and Opportunities.</p>
<p><b>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</b></p>	<p>For more details on the resilience of HubSpot’s business strategy and management approach for the relevant climate-related risks and opportunities, please refer to the section above as well as Table 1: Climate scenarios and sources summary and Table 2: Climate-related risks and Opportunities.</p>

<sup>1</sup> Our overall Enterprise Risk Management system considers risks on a timescale of 5 years, however we expanded our timescales for the consideration of climate risks and opportunities due to its longer timeline.

## Risk Management

DISCLOSURE	CURRENT APPROACH
<p><b>a) Describe the organization’s processes for identifying and assessing climate-related risks</b></p>	<p>The previous scenario exercise has identified a range of climate-related risks and opportunities. In 2023, this scenario analysis was updated and expanded through engagement with different parts of the business to improve the overall understanding of these risks and opportunities and their respective impacts as well as to assess their materiality to the business, a key step towards prioritizing risks and obtaining detailed quantitative input associated with each risk.</p> <p>In 2023, the Sustainability Team collaborated with the Enterprise Risk Management Team to further align our Company-wide approach to risk management with our approach to climate-related risks.</p>
<p><b>b) Describe the organization’s processes for managing climate-related risks.</b></p>	<p>Risk management is an essential process to HubSpot’s success. We have identified the climate-related risks as set out in Table 2. In managing these risks we have committed to near-term science based targets by 2027 &amp; 2030 and to reach net zero carbon by 2040. Our Sustainability Team is working to embed strategies for achieving our science based targets across HubSpot’s operations and supply chain emissions. Our 2023 carbon reduction efforts are outlined in the Investing in Our Planet’s Future section of our <a href="#">2024 Sustainability Report</a>.</p> <p>In 2023, we further integrated climate risk into our Enterprise Risk Management system as described above.</p>
<p><b>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.</b></p>	<p>HubSpot’s Enterprise Risk Management program is led by our Director of Enterprise Risk Management. This program incorporates sustainability - including climate change - as a risk. During the annual risk review, risks are assessed based on impact to the business and likelihood of occurrence. There is an executive risk sponsor, a business unit risk owner, and a risk owner for each risk. Our Director of Sustainability acts as the executive risk sponsor for climate change risks. We also have in place mitigation plans for key risks to the business. Enterprise Risk Management reports to the Board of HubSpot at least twice per year and conducts ongoing monitoring of the risk landscape.</p> <p>In 2023, the Sustainability Team collaborated with the Enterprise Risk Management function to further align our Company-wide approach to risk management with our approach to climate-related risks. We also collaborated with internal teams, such as facilities and operations, to educate and integrate sustainability considerations into their existing processes.</p> <p>Additionally, to support bottom up management of climate-related risk we launched sustainability training for all new hires which outlines how sustainability is integrated into HubSpot’s core strategy and teaches them to adopt a sustainable mindset. Since it launched in June 2023, 100% of new hires have completed this course.</p>

## Metrics & Targets

DISCLOSURE	CURRENT APPROACH
<p><b>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</b></p>	<p>HubSpot has collated data on its energy consumption and calculated its Scope 1, 2, and 3 emissions in line with internationally recognised protocols. This information is used as a basis for developing a number of additional metrics relating to specific elements of our strategy including for example, the percentage of renewable energy used within HubSpot’s direct operations and its supply chain; and the carbon footprinting of some of our flagship activities such as INBOUND.</p> <p>See the Investing in Our Planet’s Future section of our <a href="#">2024 Sustainability Report</a> for all our climate-related metrics.</p>
<p><b>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</b></p>	<p>See the Investing in Our Planet’s Future section of our <a href="#">2024 Sustainability Report</a> for all our climate-related metrics.</p>
<p><b>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></p>	<p>HubSpot’s near and long-term science based emissions reduction targets have been approved by the Science Based Targets Initiative (SBTi) and are outlined below.</p> <p>Near Term Targets:</p> <ul style="list-style-type: none"> <li>• Reduce absolute scope 1 and 2 greenhouse gas emissions by 47% by 2030 from a 2019 base year.</li> <li>• Reduce scope 3 greenhouse gas emissions from business travel 55% per employee by 2030 from a 2019 base year.</li> <li>• Ensure that 70% of our suppliers, by spend covering purchased goods and services and capital goods, will have science based targets by 2027.</li> </ul> <p>Long-Term Target:</p> <ul style="list-style-type: none"> <li>• Reduce absolute scope 1, 2 and 3 greenhouse gas emissions 90% by 2040 from a 2019 base year.</li> </ul> <p>Our performance against our targets is outlined in the <a href="#">Investing in Our Planet’s Future</a> section of our 2024 Sustainability Report.</p>

## Scenario Analysis And Climate Related Risks And Opportunities

In 2022, HubSpot undertook its first scenario analysis to identify the resilience of the Group’s strategy under three different possible climate scenarios. Working with external advisors, these scenarios were developed and then presented to senior colleagues representing different functions at a series of workshops. By utilizing colleagues’ knowledge of the business, we were able to gather their perspectives of how different climate scenarios would present risks and opportunities over the short, medium, and long term.

The scenarios used are summarized below and include a 2°C scenario as suggested by the TCFD reporting recommendations. They draw on the Intergovernmental Panel on Climate Change’s (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs); International Energy Agency (IEA) scenarios; and the Principles for Responsible Investment’s (PRI) Inevitable Policy Response (IPR) scenarios.

In selecting the scenarios, we discounted those that might be considered overly optimistic – i.e. no change or less than a 1.5°C temperature rise – because of the latest climate science and the pace of change in terms of government policy and progress towards emissions reductions to date. Likewise, we excluded scenarios that posited an increase of more than 3°C on the basis of the scientific consensus about what is likely to happen. In this way, our aim was to ensure the selection allowed for more realistic discussion as the scenarios portray futures that participants in the workshop, senior management, and the Board can relate to.

This past year, we conducted analysis of the outputs from the previous year’s scenario process and carried out additional research into possible climate-related risks and opportunities. As a pilot we dived deeper into our three physical climate risks and the four most material transitional climate risks (Service Sourcing Cost Implications, Infrastructure Dependencies, Material Source Challenges, and Talent Attraction and

Retention) called out in Table 2. Utilizing a methodology developed by our external advisors we identified inputs necessary to quantify the impacts of these risks on HubSpot. The results of this work can be found in Table 2 below. Over the medium term we will work to quantify all the climate-related physical and transitional risks identified. An exercise of this nature cannot provide detailed predictions of future events but does offer valuable insights into the possible nature and scale of the challenges that could confront the Company and impact the business strategy.

In parallel, we worked with our Enterprise Risk Management team to better integrate considerations of climate risk into our existing Enterprise Risk Management system to ensure we are accounting for these important risks in our business strategy and operations.

**Table 1: Climate-scenarios and Sources Summary**

SCENARIOS	1.5°C temperature rise above pre- industrial levels	2°C temperature rise above pre-industrial levels	3°C temperature rise above pre-industrial levels
	Action taken around the world has achieved the aims set out in the 2015 Paris Agreement – global temperatures have been limited to 1.5°C compared to pre-industrial levels.	Climate Change ebbs and flows in the consciousness of leaders and the general public alike. Some action has been taken, but it’s very much business as usual. Global temperatures continue to climb, albeit slowly. And the impacts are clear to see for many.	Economies around the world have continued to be powered by fossil fuels and promises made by global leaders have been largely ignored. As a result, the planet is in crisis and well past the point of no return by 2030.
SOURCES	RCP2.6 / SSP1	RCP4.5 / SSP2	RCP6.0 / SSP5
	PRI IPR: 1.5C Required Policy Scenario	PRI IPR: Forecast Policy Scenario	



## Table 2: Climate-related Risks and Opportunities

As previously mentioned, we will continue to progress our work on quantifying climate-related risks and opportunities. As part of this, we will identify a set of management plans and approaches to the risks and opportunities identified below.

RISKS					
PHYSICAL AND TRANSITIONAL RISKS					
RISK CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Physical-Chronic	<b>Supply chain delays:</b> Impacts to transportation will create significant budget implications, disruption, and costs related to procurement of goods.	Short - Medium Term	High	<ul style="list-style-type: none"> <li>Increased shipping costs due to extreme weather events</li> </ul>	1.5 2 3
Physical-Acute	<p><b>Relocation and increasing operational costs from extreme weather events:</b> The majority of HubSpot's offices are located near bodies of water or coastlines that might be prone to flooding and this could require the relocation of these offices. This risk is considered short-medium term due to lease commitments which require advance planning for relocation or closure of offices. In addition, office operational costs for all locations are expected to rise due to increased energy demand from a larger number of cooling degree days and mitigation measures needed for extreme weather impacts.</p> <p>In tandem infrastructure and assets instability caused by severe weather events will have severe financial implications as workforce migration will lead to increased operational overheads while insurance premiums are expected to rise.</p>	Short - Medium Term	High	<ul style="list-style-type: none"> <li>Increased costs from site damages/office closures and follow up maintenance due to extreme weather events</li> <li>Increased costs for high risk sites retrofit / additional operational costs for high energy/ AC usage</li> <li>Employee productivity drop in climate sensitive areas</li> <li>Increased insurance costs</li> </ul>	2 3

**Table 2: Climate-related Risks and Opportunities (cont.)**

**RISKS**

**PHYSICAL AND TRANSITIONAL RISKS**

RISK CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Physical-Chronic	<b>Data centers server costs:</b> HubSpot does not own or operate our own data centers but instead procures data center services from a third-party provider. Impacts to data center service providers will cause costs to customers, like HubSpot, to rise due to increased operational and overhead costs. Cooling of data centers will become a severe issue due to extreme weather conditions and the cost will be passed along to customers. Siting of data centers - in countries with low energy costs and/or cooler climates - will become a key consideration which would require HubSpot to change data center service provider to access lower prices incurring overhead and transition costs.	Medium - Long Term	High	<ul style="list-style-type: none"> <li>Increased cost of equipment, cooling, maintenance, and adaptation of infrastructure/assets</li> <li>Increased risk of blackouts/power cuts and business disruption</li> </ul>	2
Transitional - Market & Reputation	<b>Material sourcing challenges:</b> Heavy reliance on large singular manufacturers will likely require diversification towards more simplified and localized supply chains and “greener suppliers” which will further increase costs, while such dependencies will be subject to supply chain disruptions and hardware availability implications affecting business efficiency, growth and scaling.	Short - Medium Term	High	<ul style="list-style-type: none"> <li>Increased costs due to supply chain disruption and accessibility to critical materials that hardware requires</li> </ul>	1.5 2

**Table 2: Climate-related Risks and Opportunities (cont.)**

**RISKS**

**PHYSICAL AND TRANSITIONAL RISKS**

RISK CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Transitional – Market and Reputation	<b>Service Sourcing Challenges:</b> HubSpot relies on third-party consultants for advisory and services. Operational costs for these service providers will be impacted by the transition to renewable energy sources and relocation and increasing operational costs from extreme weather events. They will pass these costs onto the customer which will increase operating costs for HubSpot. HubSpot may need to change service providers in some cases which would cause disruptions in operations.	Medium Term	High	<ul style="list-style-type: none"> <li>Increased cost of equipment, cooling, maintenance, and adaptation of infrastructure/assets</li> <li>Increased risk of blackouts/power cuts and business disruption</li> </ul>	1.5 2
Transitional – Technology & Physical – Acute	Shift towards <b>online</b> work entails <b>higher IT security risks.</b>	Short Term	Low	<ul style="list-style-type: none"> <li>Increased risk of data breaches and client-facing reputational risk</li> </ul>	1.5
Transitional – Policy and Legal & Reputation	<b>Civil unrest due</b> to high uncertainty and challenging legislative landscape impacting businesses and communities.	Short Term	Medium	<ul style="list-style-type: none"> <li>Civil unrest and disruptions in local economies affecting HubSpot’s customer base (SMEs will be more intensely impacted)</li> </ul>	1.5
Transitional – Policy and Legal	<b>Infrastructure dependencies:</b> As HubSpot does not own most of its buildings it has <b>less control over energy procurement.</b> Consequently, it will be important to influence property owners towards greener practices.	Medium – Long Term	Medium	<ul style="list-style-type: none"> <li>Increased costs and resources required towards negotiations and relationship management with property owners</li> </ul>	1.5

**Table 2: Climate-related Risks and Opportunities (cont.)**

**RISKS**

**PHYSICAL AND TRANSITIONAL RISKS**

RISK CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Transitional – Reputation	<b>Talent attraction and retention:</b> Disruptions and changes in working patterns due to extreme weather events will require investment to understand employees’ physical location, ensuring they can be reached and supported through insurance and relevant benefits packages as these more isolated operating environments significantly affect employee wellbeing.	Medium – Long Term	Medium	<ul style="list-style-type: none"> <li>Increased costs from additional employee benefits packages required for talent retention</li> <li>Increased costs associated with new talent attraction strategies</li> </ul>	1.5 2 3
Transitional – Reputation	<b>Business viability:</b> In a 3-degree world where destruction is omnipresent, priorities change and HubSpot’s current strategy will be unsustainable and continued customer availability and demand is questionable.	Medium – Long Term	Medium	<ul style="list-style-type: none"> <li>Loss of revenue and customer base due to uncertainty and decreased demand</li> </ul>	3

**Table 2: Climate-related Risks and Opportunities (cont.)**

OPPORTUNITIES					
CLIMATE-RELATED OPPORTUNITIES					
OPPORTUNITY CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Products/Services Markets	<b>Wide business reach &amp; growth:</b> Through its digital business model and reach, HubSpot can influence customers and actively drive change especially for SMEs offering sustainability awareness and knowledge. Providing “Tech as a climate solution” by leveraging its platform model - software as a service (SaaS) as a carbon-efficient and low-energy tool with an embedded sustainability aspect helping companies to achieve their sustainability goals, deploy hardware, and reduce shipping, can be highly attractive for investor funding.	Short - Long Term	Medium	<ul style="list-style-type: none"> <li>Increased interest and market demand in climate technology and sustainability solutions from SMEs (HubSpot’s potential market expansion)</li> <li>Increased access to capital from sustainability-driven investors</li> </ul>	1.5
Resource Efficiency Resilience	<b>Commitment to green energy transition:</b> As renewable energy becomes more widely available and cheaper this will facilitate the achievement of current target and reduce the carbon intensity of operations, while a business model restructuring towards smart location and reduced travel (potentially a major attraction to current/potential employees), will enhance resilience further embracing the localized approach.	Short - Long Term	Medium - High	<ul style="list-style-type: none"> <li>Increased revenue due to the robust and resilient business model enhanced by reputation from green transition and meeting sustainability business targets</li> <li>Increased ability to attract and retain employees</li> </ul>	1.5

**Table 2: Climate-related Risks and Opportunities (cont.)**

OPPORTUNITIES					
CLIMATE-RELATED OPPORTUNITIES					
OPPORTUNITY CATEGORY	DESCRIPTION	TIMEFRAME	LIKELIHOOD	IMPACT	APPLICABLE SCENARIOS
Markets	<b>Enhanced Accessibility to Green Transition Capital:</b> Regular investments over the years will enable HubSpot to gradually embed changes while moving towards the energy transition leveraging the latest technologies.	Short - Long Term	Medium	<ul style="list-style-type: none"> <li>Increased accessibility to lower cost capital for green transition investment and reduced capital investment risk</li> </ul>	1.5
Resilience	<b>Reputational benefits as an sustainability-value driven leader:</b> Leading the climate transition with an elevated mission and strong sustainability values driven by customers and progressive leadership can be a competitive advantage for talent attraction and retention as people will increasingly want to work in value driven businesses. Careful and considered decision-making for investments can further increase alignment among business units leading the way to effective and sustainability-focused long-term business change.	Medium - Long Term	Medium	<ul style="list-style-type: none"> <li>Competitive advantage for talent attraction and retention and potential revenue growth</li> <li>Playing a key role in the low-carbon future</li> <li>Informed decision-making and potential revenue growth</li> </ul>	2 3

# Additional Resources

COMPANY INFORMATION

GENERAL DISCLOSURES

SUSTAINABILITY

